MULTIMEDIA UNIVERSITY

STUDENT ID NO.

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# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 1, 2018/2019**

## BHR2834 – HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

18 OCTOBER 2018
2.30 p.m – 4.30 p.m
(2 Hours)

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**INSTRUCTIONS TO STUDENTS**

1. This question paper consists of TWO (2) pages, excluding the Cover Page.
2. There are THREE (3) questions in Section A, and THREE (3) questions in Section B. Attempt ALL questions. The distribution of marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

## SECTION A: CASE STUDY (40 MARKS)

**Instruction: Read the case carefully and answer ALL THREE (3) questions at the end of the case. Your answers should not be limited to the content of the case.**

### Electronic Appraisal: Using Performance Review Software

Many managers avoid performance appraisals because the task makes them uncomfortable. Some managers may not do a very good job of appraising the performance levels of their workers. A growing number of companies are now offering technology that promises to solve these difficulties.

A number of software programs can make the rating task a paperless process. Further, some performance review software even automates improvement suggestions. For instance, clicking a below-average score on a performance dimension could automatically generate the text of a performance review that identifies the performance as deficient and recommends steps that the employee should take to improve performance.

Depending on the vendor, electronic performance review systems can use generic goals and competencies as evaluation criteria or they can be customized so that organizationally specific goals and competencies are used. The software can report the extent to which an employee has contributed to the goals of the organization

**Source:** Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2010). *Managing Human Resources,* 6th Edition, Global Edition, Pearson Education, USA, pp. 268.

a) As a manager, discuss FIVE (5) ways for you to set effective performance appraisal standards or targets for your employees.

(15 marks)

b) Place yourself in the position of an employee receiving a performance review. Would it matter to you whether your performance review, the narrative description of your performance levels, and suggestions for improvement were generated by computer or by your manager? Why?

(10 marks)

c) From the perspective of a manager, discuss the advantage(s) and disadvantage(s) that might be associated with taking an electronic approach to reviewing the workers' performance levels.

(15 marks)

**[Total: 40 marks]**

**Continued...**

**SECTION B: ESSAY/STRUCTURED QUESTIONS (60 MARKS)**
**Instruction: There are THREE (3) questions. Answer ALL questions**

**QUESTION 1**

(a) Discuss the differences between job enlargement, job rotation, and job enrichment? Include an example of each.

(10 marks)

b) The Employment Act 1955 is considered as the most important employment legislation in Malaysia. Identify THREE (3) types of people who are covered under the act, and SEVEN (7) issues that are addressed by the act.

(10 marks)
**[Total: 20 marks]**

**QUESTION 2**

(a) On-demand workers are a developing part of the workforce. Briefly define on-demand workers and discuss how they impact organizations.

(5 marks)

(b) Industrial psychologists often emphasize the "big five" personality dimensions in personnel testing. List and explain the meaning of the big five dimensions. How do personality traits correlate with job performance?

(15 marks)
**[Total: 20 marks]**

**QUESTION 3**

a) Define sick leave. Discuss why is sick leave problematic for many employers and suggest some ways for organizations to reduce sick leave related costs.

(10 marks)

(b) Zetty Aziz is the Chief Human Capital Officer (CHCO) of an international real estate company, Marbeles Realty. Due to the increasing demand of real estates in the population over the last two years, she needs to hire a new real estate agent. Although Zetty has hired agents in the past, they have not always turned out to be as successful as she had hoped.

Zetty is considering making changes to the way she interviews job candidates and considering whether to use a *panel interview* or a *mass interview*. Explain the differences between the two interview methods.

(10 marks)
**[Total: 20 marks]**

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